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Getting Started...

*Arts Advocacy
and Lobbying
in Ontario*

ONTARIO ARTS COUNCIL

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CONSEIL DES ARTS DE L'ONTARIO



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Getting Started...

Arts Advocacy and Lobbying in Ontario

Published by the Ontario Arts Council

Researched and written by Diane E. Kenyon

Ce document existe également en français.
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en faveur des arts en Ontario.*

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Errata

Getting Started... Arts Advocacy and Lobbying in Ontario

The following corrections and additions should be made to Appendix A: A Resource List of Arts Service Organizations.

Page 26: Film, Photography, Video

Add the following organization to this section:

Independent Film and Video Alliance
(IFVA/AVCI)
397 Saint Joseph Blvd. West, Suite 1
Montreal, Quebec
H2V 2P1 (514) 277-0328

Page 26: Literature

Add the following organization to this section:

Periodical Writers Association of Canada
24 Ryerson Avenue
Toronto, Ontario
M5T 2P3 (416) 868-6913

*Replace the Canadian Book Publishers' Council
with the following organization:*

Association of Canadian Publishers
260 King Street East
Toronto, Ontario
M5A 1K3 (416) 361-1408

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Introduction

Arts advocacy and lobbying are critical to the future of Ontario's vibrant cultural life. Politicians and other government officials need to be systematically reminded that the arts are of tremendous importance to many citizens across the province. The purpose of this guide is to offer basic guidelines for effective arts advocacy and lobbying, and to point the way to further resources and references.

*A*dvocacy is an ongoing, year-round effort that lays the foundation for specific lobbying campaigns, should they become necessary.

*T*he purpose of lobbying is to persuade a level of government to resolve a particular decision, policy or law in your favour.

Everyone can be an advocate for the arts. Whether you're an amateur or professional artist, an arts manager, a board member of an arts organization, a subscriber to your local symphony or theatre company, or a frequent gallery-goer, you can make a contribution to the arts in your community.

Mounting a full-fledged lobbying campaign is more complex. Arts organizations just beginning to lobby, as well as artists and arts supporters forming new lobbying coalitions based in their local or cultural communities, will find this guide useful.

Lobbying is as old as the democratic process – it is an extension of the ancient right of petition. Over the last ten years, however, grassroots lobbying by special interest groups has become more sophisticated. It is essential that advocacy and lobbying for the arts keep pace with this increasing professionalization.

Enormous pressure is regularly brought to bear on all levels of government (municipal, provincial, and federal) to support a myriad of worthwhile social endeavours, from hospitals and schools to recreation centres and environmental programs. Competition is fierce not only for government dollars, but also for government attention to policy concerns.

Through persistent advocacy, we can ensure that the citizens and government of Ontario hear a powerful voice for the arts. Through organized lobbying, we must strive to preserve government support even in times of economic hardship.

WHAT ARE ADVOCACY AND LOBBYING?

Although arts advocacy and lobbying both involve communicating with politicians and government about the arts, they are not the same thing.

*The purpose of **advocacy** is to foster general awareness and understanding among politicians and government officials of the importance of the arts to the citizens of Ontario.* Advocacy is an ongoing, year-round effort that lays the foundation for specific lobbying campaigns, should they become necessary. Effective advocacy stores goodwill and builds relationships with politicians *before* a crisis occurs.

***Lobbying** is a carefully planned campaign with a specific objective.* You may want to increase funding for a performing arts company, save a heritage building in your community, develop affirmative action policies in government funding, or persuade your municipal councillors to pay for a new artists-in-the schools program. The purpose of lobbying is to persuade a level of government to resolve a particular decision, policy or law in your favour. Although lobbying is usually a prolonged process, it's important that you never lose sight of your original goal.

WHY CAN ADVOCACY AND LOBBYING BE EFFECTIVE?

Advocacy and lobbying can be effective because governments listen to and are influenced by the opinions of the people who elect them.

All politicians are elected locally, regardless of party, title or level of government. Once in office, they represent local constituencies to which they must be responsive if they wish to be re-elected. Politicians strive to serve the public interests of their constituents, and they place constituency work high on their list of priorities.

Because their political survival depends on being sensitive to community concerns, politicians are eager to hear from their constituents. They regularly visit community groups, large and small, and talk to their constituents on the telephone and in person.

If politicians and government officials hear frequently through letters, telephone calls or even casual remarks at community events, that the arts are valued by their constituents they will pay attention.

Advocacy

WHY MUST WE ADVOCATE?

Arts advocacy is essential for storing political goodwill, informing politicians and government staff about arts issues and activities, and maintaining a high profile for the arts in the political community. Don't assume that politicians know anything about the arts or the lives of artists, until you begin giving them some facts.

The ideal time to get to know government officials is *before* you need their help. Politicians and government staff are much more likely to help you in a crisis if they already know and respect you, and if they have some understanding of arts activity in their community. Later, when you do need their support, they will be better equipped to understand and respond to your concerns.

WHO CAN ADVOCATE?

Everyone who cares about the arts, or an issue related to the arts, can be an advocate. Amateur and professional artists, arts administrators, board members and arts supporters all have important roles to play.

Successful advocacy does not have to take a lot of time or money. Some paper, postage stamps and a few hours a year are all that's required to make a contribution.

If you're not sure how to obtain the names, addresses and telephone numbers of politicians and government officials, a list of organizations to call for this information is compiled as APPENDIX C. How to address letters to politicians at various levels of government is outlined in APPENDIX D.

✓ *Advocacy Checklist for Artists*

- **Send invitations** to your municipal, provincial and federal politicians each time you give a reading, open an exhibition or film, or perform in a new show.
- **Send copies of new work** to your politicians if you are the creator of “portable” works of art (for example, books or tapes).
- **Thank politicians and government staff** at every opportunity for their ongoing support of the arts in general, and your work in particular.

✓ *Advocacy Checklist for Arts Managers*

- **Include the names of your elected representatives** at all three levels of government (municipal, provincial and federal) on your mailing list. Politicians at the provincial and federal levels with particular responsibility for culture should also be on this list.
- **Invite politicians and their senior staff** on a regular basis to your openings, events, program or facility.
- **Provide year-round information** to politicians and government officials about your organization’s activities and interests. Remind them of the significant role you play in the community.
- **Hold personal briefing sessions** with politicians and government officials at least once a year, to maintain or build personal relationships. Consider having a board member accompany you.
- **Send posters and other items** from special exhibits, screenings and performances, if appropriate, to politicians and government officials. They serve as a constant reminder of your organization and the arts.

✓ *Advocacy Checklist for Board Members*

- **Establish a government relations committee** on your board and designate the chair of that committee to be responsible for board level involvement in advocacy. This ensures that regular contact with political representatives won't be forgotten in the heat of day-to-day business.
- **Invite politicians, senior government staff** and their spouses to pre-performance or pre-opening dinners or receptions.
- **Offer backstage tours** of your facility, or personal tours through special exhibits, to politicians and other government officials.
- **Escort your MPP and MP** to openings or events, and introduce them to the artist(s).
- **Invite politicians and their staff** to a board meeting, both to give them an inside look at your organization, and to open an informal dialogue.
- **Organize board members** to write politicians and thank them for funding. Board members should use business or personal letterhead, if they have them.

✓ *Advocacy Checklist for Arts Supporters*

- **Fill out postcards or write letters** to government officials when asked to do so at cinemas, theatres, concert halls, galleries, museums and exhibits.
- **Tell your politicians** how much government support of the arts means to you when you meet them at community or social events. Describe the terrific concert you heard the night before, the splendid work of a local potter, or the great book or film that's just come out by a Canadian artist.
- **Send personal congratulatory messages** or thank-you cards to your politicians at appropriate times, for their support of the arts.

✓ **What to Do During an Election**

Elections are an ideal time to intensify your advocacy efforts on behalf of the arts. During an election campaign, candidates and political parties pay especially close attention to what voters are saying.

It isn't necessary to be an expert on arts issues to speak or write to candidates during an election. All that matters to the candidates is what's important to you as a voter. Speak or write from your personal understanding of and perspective on the arts.

✓ *Here are a few ideas for generating awareness of the arts as an election issue:*

- ☐ **Write a letter to every candidate** in your ward or riding, stating your views on the essential role the arts plays in Canada (federal election) or the province (provincial election) or the city (municipal election).
- ☐ **Attend all-candidates' meetings** and ask the candidates for policy statements on the arts. Challenge their statements if you don't agree with them.
- ☐ **Telephone, or write a supportive letter,** to candidates who are making positive policy statements in public on behalf of the arts.
- ☐ **Write letters to the editor** for your local daily and community newspapers, and participate in open-line radio shows.

Only private citizens, not registered charitable organizations, can endorse or oppose a named political party, politician or candidate (see APPENDIX F, Restrictions on Political Activities for Registered Charities).

Lobbying

WHY MUST WE LOBBY?

We must lobby whenever it is critically important to our art form, organization or community that the government resolve a particular decision, policy or law in our favour. Government funding for and attention to public issues is limited, and the arts must lobby alongside other public sectors such as education and health care – or get left behind.

WHO CAN LOBBY?

Anyone who is willing to commit time and energy can lobby the government. Artists, arts managers, board members and volunteers have all spearheaded lobbying campaigns.

Users of this guide will most likely be small to mid-sized arts organizations, or new lobbying coalitions based in local or cultural communities formed to mount specific lobbying campaigns (for example, to establish a centre for native performing and visual arts, or to undertake capital improvements to the local art gallery).

Arts organizations and community-based coalitions almost always mount lobbying campaigns that are rooted in their communities. In other words, they are concerned with government policy and decisions that directly affect their own organizations or cultural groups, or the quality and number of arts activities where they live.

It is a common misconception that, in order to lobby the government, you must understand the details of the legislative process. Community-based lobbies rarely have anything to do with legislation. In fact, most government policy and decision making at any level is discretionary, made by government officials and politicians within the confines of existing broadly defined legislation.

In Ontario, a solid infrastructure already exists for lobbying about legislation which affects the arts. Arts service organizations (ASOs) in all disciplines are actively involved in lobbying on issues of common concern to artists and arts organizations (for example, federal status of the artist legislation).

If you wish to become involved in lobbying related to legislation or other issues of common concern contact your ASO or community arts council. The most effective thing you can do is become an active part of their lobbying efforts.

Lists of such organizations, with addresses and telephone numbers, are compiled as APPENDIX A and APPENDIX B.

Your ASO may ask you to do some very specific things, such as write letters or make telephone calls to particular politicians. Volunteer to find a dozen friends and colleagues who will also participate. Building strong political networks in communities across Ontario is key to the overall success of arts lobbying.


Registered charities can lobby and still maintain their charitable status under the Income Tax Act. For details, see APPENDIX F.

WHERE TO BEGIN

Although lobbying is sometimes a large and often a long-term project, it's not as difficult as it may seem to take that all-important first step.

Begin by contacting your arts service organization, community arts council or government funding agency to discuss your concerns. Although these organizations won't run your lobby for you, they are invaluable sources of advice, information and moral support. They may also be helpful in putting you in touch with like-minded individuals and groups that have similar interests, or that have dealt with similar issues in the past.

You won't be successful in your lobby if no one else in the local community cares about your issue. For politicians to decide in your favour, you must demonstrate broad-based support among their constituents.

overnment
funding for and attention
to public issues is limited,
and the arts must lobby
alongside other public
sectors such as education
and health care – or get
left behind.

Make some telephone calls or meet with friends and colleagues before embarking on your lobby. Be sure that many people support your position. This is essential whether you are forming a new, community-based lobbying group (to argue for maintaining municipal arts funding, for example), or if you are an existing arts organization about to begin a lobby of your own (for example, to build new rehearsal and production facilities for your dance company).

When gathering supporters, don't make the mistake of looking only within the arts community. In many cases, neighbourhood and ratepayers' associations and the local chamber of commerce may be your most valuable allies, because they represent community members (and voters) who don't have a vested self-interest in the arts.

If your project is a large one (for example, to build a new wing on your local museum) consider forming a coalition of existing arts organizations and community groups. Remember that, in politics, there is strength in numbers. Large numbers of people mean more voters who support the issue, as well as more bodies to do the lobbying work.

Effective lobbying requires energy, time and commitment. If you are ready to take up the challenge, use the following step-by-step guide to assist you in your efforts. The one-page summary of the four steps (on the next page) is followed by details on how to execute each step.

STEP-BY-STEP GUIDE TO LOBBYING

Step 1

Setting a Goal

Set a clear and achievable objective, within a reasonable time frame.

Step 2

Understanding the Government's Decision-Making Process

Figure out the steps the government will go through in order to reach a decision on your issue, and the key players involved in the decision.

Step 3

Crafting Your Message

Develop the case you will make to politicians and government officials:

- ✓ Describe the need
- ✓ Explain the need
- ✓ Explain how you intend to meet the need
- ✓ Explain how the need relates to the government's agenda
- ✓ Anticipate and counter some of the government's objections
- ✓ Make your request
- ✓ Double-check your message

Step 4

Delivering Your Message

There are five basic methods of delivering your message to politicians and government officials:

- ✓ Face-to-face meetings
- ✓ Telephone calls
- ✓ Written submissions
- ✓ Letters
- ✓ Deputations before government committees

Step 1

Setting a Goal

The first step in mounting a lobbying campaign is *setting a clear and achievable goal, within a reasonable time frame.*

Be precise about what your lobbying objective is, and make sure it is realistic. You will only become angry and frustrated if you attempt the impossible – such as founding a second symphony orchestra in your community when the existing one can't sell many tickets due to low market demand.

Establish a reasonable time frame for your lobby. Know the schedules, timetables and application deadlines related to your project. Don't try to double your government grant within a year or open a new arts complex within two years. Remember that the wheels of government turn slowly and patience is an absolute must for any lobbyist. There are no quick fixes.

Step 2

Understanding the Government's Decision-Making Process

The second step in mounting a lobbying campaign is *figuring out the government's decision-making process.*

It's vital that you understand the steps the government will go through to reach a decision on your issue. You must also identify the key players involved in the decision. Very often you will discover a "decision-making tree": your request starts at the bottom of the tree and must be approved and passed up through various people or departments of government before it reaches the individual who will make the final decision.

The kinds of people who might be on the decision-making tree are:

- federal members of parliament (MPs);
- provincial members of parliament (MPPs);
- provincial and federal cabinet ministers;
- local or regional municipal councillors (the municipal level of government is divided into local governments, such as the City of Toronto, and regional governments, such as Metropolitan Toronto);
- members of government committees responsible for your issue;
- staff assistants to all of the above;
- government bureaucrats.

How do you learn about the government's decision-making process for your issue? Telephone your politically connected contacts in the arts, and possibly your own politicians or their staff assistants.

You might call:

- the executive directors of appropriate arts service organizations;
- the Canadian Conference of the Arts;
- staff at the provincial Ministry of Culture and Communications, or the federal Department of Communications;
- anyone you know personally who has worked for or with the government, who can give you an insider's understanding of government processes;
- your municipal councillor, MPP, MP or their staff;
- the director of your municipal arts council;
- the Communications and/or Research departments at the Ontario Arts Council or the Canada Council.

These people will all try to help you. They may have the information you need not only to learn who is on the decision-making tree, but also to understand what's going on politically regarding your issue, and what the likely objections or stumbling blocks might be.

As you make your calls to figure out the government's decision-making process, you can begin to develop good working relationships with government staff. Staff members provide access to politicians, schedule their appointments and give them ongoing impressions, advice, analysis and recommendations. They can be of great assistance to you in your lobbying efforts.

If you're confused by the maze of government bureaucracy and not sure whom to telephone first, a good place to start is constituency offices. MPs and MPPs have constituency offices located in their home ridings, with staff assistants whose job is to take care of constituents' concerns. Local and regional councillors have similar staff assistants at municipal offices. You can call constituency and municipal offices any time to ask questions or make an appointment.

Cabinet ministers at the provincial and federal levels have two kinds of staff, and it's helpful to know the distinction:

Departmental staff are career civil servants who manage government departments regardless of which party is in power. These are the people we often refer to as "bureaucrats".

Political staff are special assistants and advisers hired by the individual minister. Political staff change when the government changes.

Depending on your issue, you may deal with either departmental or political staff during your lobby, or sometimes both.

Don't skip this step. Figuring out the government's decision-making process, and who sits where on the decision-making tree, is crucial to the success of your lobbying efforts. It doesn't matter how convincing your message is if it's not being heard by the right people.

If you would like further information about how government and the political process works at all three levels, some books and short, very basic primers are listed in APPENDIX E (Further Printed Resources). The primers will be particularly useful to those who are new to Ontario and may not be familiar with the federal, provincial or municipal levels of government. APPENDIX E also includes a selected bibliography of other handbooks and books about lobbying and advocacy.

Step 3

Crafting Your Message

The third step in mounting a lobbying campaign is *crafting your message, the case you will make to politicians and government staff*. Some pointers about the message:

- ✓ **Describe the need:** What do you hope to achieve through your lobby?
- ✓ **Explain the need:** Why is it important to achieve whatever it is you want? Why does the community need to obtain special funding for a multicultural theatre festival, undertake capital improvements to the local art gallery, or increase municipal arts funding?

It's critical to focus on the needs or interests of the community at large here, not on the private needs or self-interest of artists or the arts community. Politicians strive to serve the broad-based interests of their constituents. It's obvious that musicians employed by an orchestra want that orchestra to be well-supported by the government. Why should the rest of the community want it too?

There are many persuasive arguments for government support of the arts. Do your homework by researching statistics, facts and figures to back up your position. Think your case through carefully and build a consensus if you're involved in a lobbying group or coalition.

- ✓ **Explain how you intend to meet the need:** How does your organization or lobbying group plan to achieve the goal you've established for yourselves? If you are lobbying to save a heritage building, for example, and turn it into a facility for a performing arts company, describe how the facility will operate and why you are the best people (or organization) to operate it.
- ✓ **Explain how the need relates to the government's agenda:** How does what you want to achieve help the government move closer to its own goals and objectives? Understanding the agenda and motivations of the people you are trying to influence is just as important as making a convincing case for the arts.

Is the building you want to save located in a region earmarked by the government for tourism development? Is your performing arts or film festival advancing the government's own affirmative action agenda? Can you make a link between the school program for which your theatre requires funding and the educational objectives of a new provincial government? Are you creating employment or training opportunities? What is the economic impact for your community?

It's critical to focus on the needs or interests of the community at large here, not on the private needs or self-interest of artists or the arts community.

- ✓ **Anticipate and counter some of the government's objections:** The political contacts you speak to while trying to understand the government's decision-making process will tell you what the objections and stumbling blocks to your request will be.

Anticipate these objections and explain either why they do not apply to your request, or how they can be dealt with in a manner satisfactory to the government.

- ✓ **Make your request:** State exactly what you want from the politician or government staff member who will receive your request. If, for example, you are lobbying to undertake capital improvements to the local museum, you may be asking your municipal councillor for two things: first, a commitment for a specific amount of capital funding, and secondly, a letter from the councillor to your federal MP in support of the project.

- ✓ **Double-check your message:** Once you've crafted your message, check it against your notes for *Step 1: Setting a Goal* and *Step 2: Understanding the Government's Decision-Making Process*. Make sure you haven't lost sight of your original lobbying goal or disregarded information you received about a particular politician's views.

Step 4

Delivering Your Message

The fourth step in mounting a lobbying campaign is *delivering your message*. There are five basic methods of delivering your message to politicians and government officials: face-to-face meetings, telephone calls, written submissions, letters, and deputations before government committees.

1. Face-to-face meetings

If geography and resources permit, face-to-face meetings are the best way to deliver your message. Reasoned, verbal, personal presentations are much more persuasive than letters or telephone calls.

It's ideal to have a series of meetings with all of the key people involved in your decision. Start at the bottom of the decision-making tree, with the person who first receives your lobbying request and work your way up to the final decision maker.

If it's possible to have only one personal meeting (due to geographic or financial restrictions), get the process off to the right start and meet the person whose position is at the bottom of the decision-making tree. Don't try to "jump the queue" and go directly to the mayor or minister. Senior politicians rely heavily on recommendations from their staff – and staff members will say nothing good about your project if you haven't approached them first.

At the meeting:

- ✓ Send the best possible delegation from your group or organization. Three or four people is usually best, led by a volunteer who actually makes the presentation. In most cases you want representation from the politician's own riding or ward.
- ✓ If an organization with paid staff is mounting the lobby, at least one staff member should attend, because he or she has all the facts. You might also want an artist from the company there, and a subscriber or patron. The most effective delegations represent a cross-section of the community.

- ✓ Be straightforward and concise. Allow time for discussion following the presentation of your request. Listen carefully to what the politicians and officials say. Try to understand their point of view.
- ✓ Get a specific commitment to action. The action may simply be one politician agreeing to send a letter of support to another. By pushing for action, it will become clear if the politician is not really interested in your request.

Leave behind a short written submission that summarizes your presentation. In some cases, you may be asked to send the written submission in advance as a briefing document.

Be clear about what happens next before you leave. Is the politician to send you a copy of his letter of support? When will he send it? Can you call his office if you haven't received it when expected?

2. Telephone calls

It's not a good idea to deliver your message over the telephone; in almost all cases your pitch will be too long and complicated. Use the telephone to do research, gather information and set up meetings.

If you are unable to have face-to-face meetings, do your lobbying in writing, but telephone first to say that you are sending in a written submission. Use the telephone afterwards to follow up your submission as necessary.

3. Written submissions

Written submissions are a simple and effective way of delivering your message. If you are unable to have face-to-face meetings, go through the same basic process of contacting everyone on the decision-making tree, from bottom to top, but use written rather than verbal presentations.

Call before you send the submission and use the telephone afterwards for follow-up. The submissions should be signed and telephone calls made by the same volunteer who would make the in-person presentation if that were possible.

Anyone who is willing to commit time and energy can lobby the government.

Artists, arts managers, board members and volunteers have all spearheaded lobbying campaigns.

4. Letters

Letters are an excellent way to generate third-party support. If you have the time and resources, identify individuals and organizations who are your allies and ask them to write letters to the government backing your position.

Also draw up a list of “influencers”, people who have the ear of the decision makers and who may be prepared to use their influence on your behalf. The list of backers and influencers may be quite long.

The effectiveness of letter-writing campaigns depends on two factors: volume, and how well the letter writers speak to the issue in individual voices. Form letters, postcards and petitions are not nearly as effective as personal letters.

Give your backers and influencers a fact sheet outlining the key arguments or points regarding your lobby and ask them to write a letter in their own words using this information. Letters should be brief and concise, and should express personal views. Influencers may wish to telephone rather than write, if they know the politician well.

When a lobby is mounted by an existing arts organization, that organization’s audience, subscribers and patrons are its most important public backers. Use house programs, newsletters or special mailings to gather support from this sector. Patrons will not put pen to paper, however, unless you make follow-up telephone calls. This may not be possible, as it is a very time-consuming task.

Give your potential letter writers the names and addresses of the government officials to whom correspondence should be sent and tell them how to address letters to politicians correctly (see APPENDIX D). Letters should be sent to the person whose position is at the top of the decision-making tree (letters sent to the top get passed down, and are seen by politicians and staff at many levels; letters sent to the bottom stay there and are never seen by the top political decision-makers).

Ask your supporters to send you a copy of their letters as well. Send your municipal councillor copies of all written submissions and letters, even on a provincial or federal issue. Councillors will generally write or call the official whom you're lobbying, on your behalf.

For a provincial issue, send copies of letters to your MPP and to the Minister of Culture and Communications; for a federal issue, to your MP and the Minister of Communications. Remember to send copies of everything to your arts service organization.

5. Deputations before government committees

A deputation is really just a combination of the written submission and the face-to-face meeting, except that you're meeting a committee, not an individual. If you're nervous about making a deputation, talk to the staff at your arts service organization: they have considerable experience at this!

Some Lobbying Do's and Don't's

- ✓ **Do be co-operative**, not confrontational. Be prepared to compromise – or you will back politicians and officials into a corner.
- ✓ **Do target** your lobby directly and privately to the people who will make decisions about your issue. Effective lobbying means rational negotiation behind closed doors.
- ✓ **Do demonstrate** broad-based community support by presenting a volunteer-led lobby to the government – even if paid staff do all the work behind the scenes. The fact that a volunteer cares enough to attend a meeting or write a letter carries great weight with political decision makers.
- ✓ **Don't burn your bridges** by telling a politician off, even if your lobby is in protest. You may feel better at the time, but you will lose a friend and ally you may need later on.
- ✓ **Don't be afraid to express** disappointment or disagreement, privately, to a politician or government official who is taking a negative view of your lobbying campaign.
- ✓ **Don't become frustrated** because a politician does not immediately respond to, or support, your lobbying request. Your lobby is only one of many that the government receives. Politicians face competing, and often opposing, pressures from numerous interest groups, blocks of voters, and even from within their own government.

When to Go to the Media

The media can be very useful in raising general awareness of the arts among politicians, government officials and the public. Reviews, articles and news clips about upcoming performances, books, and exhibitions continuously reinforce the role of the arts in public life.

In order to get media coverage of your organization's events and activities, it's helpful to keep your local media regularly informed about what you're doing, and to develop personal relationships with reporters and editors.

Letters to the editor or "op/ed" pieces (feature-length opinion articles that you write) are also an effective way of bringing arts issues to public attention.

The use of the media as a lobbying tool, however, is a controversial issue within the arts community. Professional lobbyists, and some arts activists, advise that the media should be used only as a last resort during a lobbying campaign. They suggest that going to the media is a confrontational tactic that publicly points a finger at the government and backs politicians into a corner.

A second reason offered for not lobbying through the media is that you have no control over what reporters write or broadcast. A story may state the exact opposite of what you wish to say. Freedom of the press allows journalists to disengage their reporting entirely from your agenda.

Other activists feel that the media can be a very useful, and indeed crucial, lobbying tool. Attention in the media can force a politician to pay attention to your lobby and can demonstrate wide public support. These lobbyists advise that media coverage often makes your issue an important public issue in the politicians' eyes, and gets results.

Be wary about going to the media, unless you feel confident in your ability to judge when it is strategically correct to do so. You could be speeding up the lobbying process in your favour... or opening up a Pandora's box of political problems.

Conclusion

Arts advocacy and lobbying are here to stay if the cultural community is to survive. In increasingly difficult economic times, artists and arts managers ignore at their peril the need for ever more professional government relations. The case for public support of the arts will never be concluded; rather, it will be a “work in progress” for as long as parliamentary democracy prevails.

Keith Kelly, National Director of the Canadian Conference of the Arts, agrees:

“Lobbying is an integral part of the democratic process. Once elected, politicians do not enjoy a mysterious telepathic link to the minds of voters. There will always be people pushing the government to decrease, or eliminate, public arts funding. We must push back, and not get discouraged. We cannot criticize the government for failing to meet our expectations, if we do not effectively communicate our changing needs and aspirations to the decision-makers. That is the true mission of lobbying.”

Appendices

Appendix A

A Resource List of Arts Service Organizations

The following organizations can offer guidance, assistance or information to those involved in arts advocacy and lobbying in Ontario. As there are numerous arts service organizations in the province, this list is not comprehensive; it is, however, sufficient to point you towards further resources in any arts discipline.

If you are not sure whom to call first, start with the Canadian Conference of the Arts (listed first). Because the CCA is a national and a multidisciplinary organization, its staff will be able to tell you which ASO to approach about your issue or lobby.

The *Directory of the Arts*, published twice a year by the Canadian Conference of the Arts, is a comprehensive list of national arts service organizations and associations in all disciplines, with short descriptions of the aims and objectives of each. The *Directory* also contains an exhaustive list of federal politicians, government staff, and departments, and government arts contacts at the federal and provincial levels. The *Directory* is available at a cost from the CCA. You can probably find a reference copy at a library, or your local ASO or arts council.

National and Multidisciplinary

Arts Education Council of Ontario
15 Oakburn Crescent
North York, Ontario
M2N 2T5 (416) 229-6384

Association for Native Development
in the Performing and Visual Arts
39 Spadina Road
Toronto, Ontario
M5R 2S9 (416) 972-0871

Canadian Black Artists in Action (CANBAIA)
54 Wolseley St., 2nd Floor
Toronto, Ontario
M5T 1A5 (416) 369-9040

Canadian Conference of the Arts (CCA)
189 Laurier Ave. E.
Ottawa, Ontario
K1N 6P1 (613) 238-3561

Coalition for the Arts And Education
26 Ellerbeck Street
Toronto, Ontario
M4K 2V1 (416) 466-1345

Dance

Canadian Association of Professional Dance
Organizations (CAPDO)
c/o National Ballet School
105 Maitland St.
Toronto, Ontario
M4Y 1E4 (416) 964-3780

Dance Ontario
1087 Queen St. W., Suite 406
Toronto, Ontario
M6J 1H3 (416) 534-4695

Dance Umbrella of Ontario
553 Queen St. W., 4th Floor
Toronto, Ontario
M5V 2B6 (416) 360-6429

Film, Photography, Video

Academy of Canadian Cinema
653 Yonge St., 2nd Floor
Toronto, Ontario
M4Y 1Z9 (416) 967-0315

Alliance of Canadian Cinema, Television
and Radio Artists (ACTRA)
2239 Yonge St., 3rd Floor
Toronto, Ontario
M4S 2B5 (416) 489-1311

Canadian Filmmakers' Distribution Centre
67A Portland St.
Toronto, Ontario
M5V 2M9 (416) 593-1808

Canadian Film and Television Production
Association
663 Yonge Street, Suite 404
Toronto, Ontario
M4Y 2A4 (416) 927-8942

Full Screen
729A Bloor St. W.
Toronto, Ontario
M6G 1L5 (416) 961-9539

Literature

Canadian Book Publishers' Council
250 Merton St., Suite 203
Toronto, Ontario
M4S 1B1 (416) 322-7011

Canadian Magazine Publishers' Association
2 Stewart St.
Toronto, Ontario
M5V 1H6 (416) 362-2546

League of Canadian Poets
24 Ryerson Ave.
Toronto, Ontario
M5T 2P3 (416) 363-5047

Playwrights Union of Canada (PUC)
54 Wolseley St., 2nd Floor
Toronto, Ontario
M5T 1A5 (416) 947-0201

Writers' Union of Canada
24 Ryerson Ave.
Toronto, Ontario
M5T 2P3 (416) 868-6914

Music

Association of Canadian Orchestras/
Ontario Federation of Symphony Orchestras
(ACO/OFSO)

56 The Esplanade, Suite 311
Toronto, Ontario
M5E 1A7 (416) 366-8834

Canadian Recording Industry
Association (CRIA)

1255 Yonge St., Suite 300
Toronto, Ontario
M4T 1W6 (416) 967-7272

Canadian League of Composers

20 St. Joseph St.
Toronto, Ontario
M4Y 1J9 (416) 964-1364

Ontario Choral Federation

20 St. Joseph St.
Toronto, Ontario
M4Y 1J9 (416) 925-5525

Theatre

Canadian Actors' Equity Association

260 Richmond St. E., 2nd Floor
Toronto, Ontario
M5A 1P4 (416) 867-9165

Professional Association of Canadian
Theatres (PACT)

64 Charles St. E.
Toronto, Ontario
M4Y 1T1 (416) 968-3033

Theatre Ontario

344 Bloor St. W., 6th Floor
Toronto, Ontario
M5S 3A7 (416) 964-6771

Toronto Theatre Alliance (TTA)

720 Bathurst St., Suite 502
Toronto, Ontario
M5S 2R4 (416) 536-6468

Visual Arts

Canadian Artists' Representation Ontario

(CARO)
183 Bathurst St.
Toronto, Ontario
M5T 2R7 (416) 360-0780

Canadian Crafts Council

189 Laurier Ave. E.
Ottawa, Ontario
K1N 6P1 (613) 235-8200

Canadian Museums Association

280 Metcalfe St., Suite 400
Ottawa, Ontario
K2P 1R7 (613) 233-5653

Ontario Association of Art Galleries (OAAG)

489 King St. W., Suite 306
Toronto, Ontario
M5V 1K4 (416) 598-0714

Ontario Museum Association (OMA)

50 Baldwin St.
Toronto, Ontario
M5T 1L4 (416) 348-8672

Appendix B

A Resource List of Arts-Related Government Departments and Agencies

The *Directory of the Arts*, published twice a year by the Canadian Conference of the Arts, offers a comprehensive list of government arts contacts at the federal and provincial levels. What follows is a few major organizations you should know about.

Federal Government

Government of Canada
Department of Communications
Journal Tower North
300 Slater Street
Ottawa, Ontario
K1A 0C8 (613) 990-4900

Canada Council
99 Metcalfe St.
P.O. Box 1047
Ottawa, Ontario
K1P 5V8 (613) 598-4365

No toll-free number *but* station-to-station collect calls will be accepted from anywhere in Canada.

Provincial Government

Government of Ontario
Ministry of Culture and Communications
77 Bloor St. W.
Toronto, Ontario
M7A 2R9 (416) 314-7226

Ontario Arts Council
151 Bloor St. W., Suite 500
Toronto, Ontario
M5S 1T6 (416) 961-1660
Toll-free in Ontario: 1-800-387-0058

Community and Municipal Arts Councils

If you wish to find out the name and telephone number of your community or municipal arts council, call the Community Arts Development Office of the Ontario Arts Council at (416) 969-7424/Toll-free 1-800-387-0058. This office maintains a complete list of community and municipal arts councils in Ontario.

Appendix C

How to Get the Names, Addresses and Telephone Numbers of Politicians and Government Officials

All levels of government regularly publish comprehensive listings of politicians and government staff. These publications are easy to obtain, up-to-date, and include everything you need to know about who's who in government. They are available for reference in most public libraries across the province.

Federal Government

If you don't know the name of your riding or MP, call:

Elections Canada Office
Government of Canada
1595 Telesat Court
Ottawa, Ontario
K1A 0M6 (613) 993-2975
Toll-free anywhere in Canada: 1-800-267-8683

Elections Canada maintains an index of federal electoral districts by street name and number. Give the office your address, and you will be told the name of your riding and your MP, and the MP's phone number.

If you want detailed lists of MPs and government staff, refer to the *Government of Canada Telephone Directory*. The directory is organized by region: for arts advocacy and lobbying in Ontario refer to the *National Capital Region Directory*.

The directory is arranged by both government department and by individual name. It lists the name, title, address and telephone numbers of politicians and staff members by department, as well as the names and telephone numbers of all federal politicians. It is updated twice a year (published in January and July).

The directory can be obtained from:

Canada Communications Group – Publishing
Ottawa, Ontario
K1A 0S9 (819) 956-4802.

Unfortunately there is no toll-free number available.

Canada Communications Groups takes mail orders by telephone, or can give you the name, address and telephone number of the bookstore closest to you that sells the directory. It is sold in Government of Canada Associated Bookstores across the country. The cost is \$20 per issue.

Provincial Government

If you don't know the name of your riding or MPP, call:

Ontario Elections Office
Government of Ontario
51 Rolark Drive
Scarborough, Ontario
M1R 3B1 (416) 321-3000
Toll-free in Ontario: 1-800-668-2727

The Elections Office maintains an index of provincial electoral districts by street name and number. Give the Office your address and you will be told the name of your riding and your MPP, and the MPP's phone number.

If you want detailed lists of MPPs and government staff, refer to the *Government of Ontario Telephone Directory*. It is arranged in three different ways: by ministry, by riding name, and by individual name. The directory contains the name, title, address and telephone number for every politician and government staff member in the province. It is updated every six months (published in the fall and the spring).

The directory can be obtained from:

Publications Ontario
5th Floor
880 Bay Street
Toronto, Ontario
M7A 1N8 (416) 326-5300
Toll-free in Ontario: 1-800-668-9938

Publications Ontario takes mail orders by telephone, or can give you the name, address and telephone number of retail stores in Toronto, Ottawa and Windsor where the directory can be bought. The cost is \$4.50 per issue.

Municipal Governments

If you don't know the name of either your municipal ward or your councillor, call the city clerk's office in your city (or town clerk's office in your town) to get this information. You may also call the mayor's office (smaller communities have reeves rather than mayors). The telephone number of the city clerk, mayor or reeve is listed in the Municipal Government section of your local telephone book.

The office of the city clerk, mayor or reeve will give you the name of your ward and the name and telephone number of your municipal councillor. You can also request a complete list of municipal politicians in your city or town, which will be sent to you free of charge.

If you want detailed lists of mayors, reeves and senior municipal staff across the province, refer to the *Municipal Directory*, published by the Government of Ontario. It is arranged by name of municipality. Look up the name of any city or town in the province, and you will find the name, address and telephone number of the mayor or reeve, the chief administrative officer and the city or town clerk. The directory is updated once a year (usually published in February).

Appendix D

How to Address Correspondence to Politicians and Government Officials

Follow the guidelines below when writing to politicians. Insert the name of the person with whom you are corresponding to replace John or Jane Doe.

Note that letters sent to the House of Commons in Ottawa do not require postage. All mail for federal members of parliament can be sent to the House of Commons address given below. Correspondence sent to federal politicians or government staff at any address *other than* the House of Commons requires postage (e.g., a letter sent to a Minister's constituency office in his or her home riding).

All correspondence sent to provincial and municipal governments, at any address (including Queen's Park), requires postage.

Federal Government

Prime Minister:

*The Right Honourable John Doe
Prime Minister of Canada
House of Commons
Ottawa, Ontario
K1A 0A6*

Dear Prime Minister:

Municipal Governments (Continued)

The directory can be obtained from:

Publications Ontario
5th Floor
880 Bay Street
Toronto, Ontario
M7A 1N8 (416) 326-5300
Toll-free in Ontario: 1-800-668-9938.

Publications Ontario takes mail orders by telephone, or can give you the name, address and telephone number of retail stores in Toronto, Ottawa and Windsor where the directory can be purchased. The cost is \$7.50 per issue.

Prices of all directories valid as of publication date. P.S.T. and G.S.T. not included.

Federal Cabinet Ministers:

*The Honourable John Doe
Minister of Communications
address*

Dear Minister:

Federal MPs who are not Cabinet Ministers:

*Mr. John Doe
MP, riding name (e.g. Broadview-Greenwood)
address*

Dear Mr. Doe:

Provincial Government

Premier:

*The Honourable Jane Doe
Premier of Ontario
Legislative Buildings
Queen's Park
Toronto, Ontario
M7A 1A2*

Dear Premier:

Provincial Cabinet Ministers:

*The Honourable Jane Doe
Minister of Culture and Communications
address*

Dear Minister:

**Provincial MPPs who are not
Cabinet Ministers:**

*Ms. Jane Doe
MPP, riding name (e.g. Sarnia)
address*

Dear Ms. Doe:

Municipal Government

Mayor:

*Mayor Jane Doe
Mayor's Office, City Hall
address*

Dear Mayor Doe:

Councillors:

*Councillor John Doe
City Hall
address*

Dear Councillor Doe:

Appendix E

Further Printed Resources

Handbooks about lobbying

The following handbooks are available for reference from the Ontario Arts Council Resource Centre, or as noted:

American Arts Alliance. *Handbook on Advocacy*. Washington, D.C.: 1984.

Canadian Crafts Council. "Political Action II," in *The CCC Bulletin*. Ottawa: November 1990.

Illinois Arts Alliance Foundation. *The Advocacy Project Handbook*. Chicago: 1992.

Metropolitan Toronto Association for Community Living. *Lobbying for People*. Toronto: 1979. Available in the Association's library, or the library of the Ontario Federation of Symphony Orchestras.

New York State Arts & Cultural Coalition. *The Advocacy Handbook*. New Windsor, NY: 1992.

PoliCorp Political and Corporate Relations Inc. *Queen's Park Lobby Manual: A Directory and Guide to the NDP Government in Ontario*. Toronto: 1991.

Toronto Theatre Alliance. *Guide to Government*. Toronto: 1988.

Books about lobbying

The following books are available at public libraries:

Amer, Elizabeth. *Yes We Can: How to Organize Citizen Action*. Ottawa: Synergistics Consulting Limited, 1980.

Connor, Desmond M. *Constructive Citizen Participation: A Resource Book*. Revised ed. Victoria, B.C.: Development Press, 1988.

Sarpkaya, S. *Lobbying in Canada: Ways and Means*. Don Mills: CCH Canadian Limited, 1988.

Stanbury, W.T. "Lobbying Techniques and Vehicles," in *Business-Government Relations in Canada*. Agincourt: Methuen Publications, 1986.

Handbooks and books about how the federal government works

Very short, basic primer for those who know nothing about the Canadian political system: *The Canadian Citizen*. Ottawa: Ministry of Supply and Services Canada, 1985. Available free of charge, in English and French, from: Communications Directorate, Secretary of State, Ottawa, Ontario K1A 0M5 (819) 997-0844, FAX (819) 953-5521.

Slightly longer, but still a short, basic handbook: *How Canadians Govern Themselves*, by Eugene A. Forsey. 3rd ed. Ottawa: Ministry of Supply and Services Canada, 1991. Available free of charge, in English and French, from: House of Commons, Ottawa, Ontario (613) 992-4793.

Longer handbook, targeted to the arts: *How Government Works: A Guide for the Artistic and Cultural Community*, by Michael Bloom. Ottawa: Canadian Conference of the Arts, 1987.

A good basic textbook: *Dawson's The Government of Canada*, by Robert MacGregor Dawson, 6th ed., rev. by Norman Ward. Toronto: University of Toronto Press, 1987.

Handbooks and books about how the Ontario government works

No basic handbook is currently available from the Ontario government which describes how the provincial level of government works. However, the primers for the federal and municipal governments each include a few paragraphs about provincial government responsibilities.

A good basic textbook: *The System of Government in Ontario*, by George G. Bell and Andrew D. Pascoe. Toronto: Wall & Thompson Inc., 1988.

Handbooks and books about how municipal government works

Short primer for those who know nothing about municipal government in Ontario: *Welcome to Local Government in Ontario*. Toronto: Ministry of Municipal Affairs, 1992. Published in 11 languages. Available for \$2.50, in person or by mail, from Publications Ontario: (416) 965-2054, or toll-free 1-800-268-7540.

Short, basic pamphlets on how to access the government for building projects in Ontario: a set of eight *Citizen's Guides* that explain who to contact and what the steps are for dealing with municipal governments about new buildings or additions to buildings. Includes information on the Municipal Planning Act, zoning by-laws, and the Ontario Municipal Board. Available free of charge from Publications Ontario.

A good basic textbook: *You and Your Local Government*, 2nd ed., by C.R. Tindal, Toronto: The Ontario Municipal Management Development Board, 1988.

Appendix F

Restrictions on Political Activities for Registered Charities

In 1986 the Income Tax Act was amended to allow registered charities to engage, to a limited extent, in non-partisan political activities which directly help accomplish the charity's purposes. A **non-partisan** political activity is defined as one which aims to change the law or a government policy, or which aims to prevent any change in the law or a government policy. For example, a charity can be involved in the following activities:

- ✓ making informed representations to elected representatives or government to present a charity's views; and
- ✓ advertising and organizing public meetings to publicize or gain support for the charity's point of view on matters of public policy that relate to the charity's purpose; and
- ✓ organizing media and letter-writing campaigns and public demonstrations, and distributing literature advocating a particular stance on an issue.

Under **no** circumstances can a registered charity engage in or become involved with **partisan** political activities. This means that a charity may not oppose or endorse, directly or indirectly, a named political party, politician or candidate for public office.

A charity's political activity must also be **ancillary** and **incidental**. "Ancillary" means that the political activity must be naturally connected to and in line with the organization's charitable purposes and charitable activities.

"Incidental" means that the political activity must be minor or subordinate to the charitable purposes for which the charity was established and registered. An example of an activity which is not "incidental" is a charity spending a major part of its time, effort and money on political activity, rather than on its charitable activities.

Source: Information Letter and Information Circular 87-1 ("Registered Charities Ancillary and Incidental Political Activities", February 1987) and "Registered Charities Newsletter", Autumn 1991. Published by and available free of charge from Revenue Canada's district taxation offices, or from the Charities Division in Ottawa, listed below.

For further information, contact:

Charities Division
Revenue Canada, Taxation
400 Cumberland Street
Ottawa, Ontario
K1A 0L8 (613) 954-0410
or toll-free from anywhere in Canada:
1-800-267-2384

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The Ontario Arts Council (OAC)
was established in 1963 by the Government of Ontario to promote
the development and enjoyment of the arts across the province.

The objective of OAC is to make the arts integral to the lives of Ontarians.
We seek a society in which all artists of talent and commitment have full opportunities to create art;
and in which all Ontarians, regardless of circumstances or location, may share the benefits of the arts.
To these ends we seek to play a leadership role in fostering excellence in the arts,
and in making the arts available to all.



The Ontario Arts Council is an agency of the Ontario Ministry of Culture and Communications.
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